Canada Border Services Agency

2018–19

Departmental Plan

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

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Minister's message

As Minister of Public Safety and Emergency Preparedness, I am pleased to present to Parliament the Canada Border Services Agency's (CBSA) Departmental Plan for 2018–19.

This year—as the CBSA marks its 15th anniversary—is an opportunity to recognize the vital role the Agency has played in upholding the integrity of our borders, helping to grow our economy and keeping Canadians safe.

Thanks to the professionalism and dedication of experienced frontline border services officers, along with a strong core mandate, the CBSA continues to be recognized as a world-class border services agency, a trusted partner around the world, and a source of pride for Canadians across the country.

In 2018–19, the Agency will focus its attention on modernizing its programs, services, and infrastructure to keep up with global advances in technology and to meet the demands of rising volumes of trade and travel. In support of a strong economy and growth for the middle class, it will continue to implement programs such as cargo preclearance, Trusted Traveller and Trader programs, and Primary Inspection Kiosks, all of which contribute to faster and more efficient processing of people and goods, while strengthening our capacity to uphold national security.

The Agency will also move forward with a range of initiatives to strengthen border compliance. Specifically, it will continue to implement and refine its Entry/Exit and Interactive Advance Passenger Information initiatives, along with the CBSA Assessment and Revenue Management project. Together, these initiatives reflect a results-based approach to increasing rates of compliance to improve security and revenue generation overall.

To support both border management and enforcement, CBSA will pursue a data analytics strategy to improve its ability to expedite low-risk travellers and goods into Canada while more precisely identifying potential threats for greater scrutiny.

Recognizing that diversity is Canada's strength, the CBSA will continue to work with federal partners in the processing and resettling of immigrants, refugees, and asylum seekers. As a result, the Agency is prepared to deploy officers and mobile infrastructure when and where they are needed.

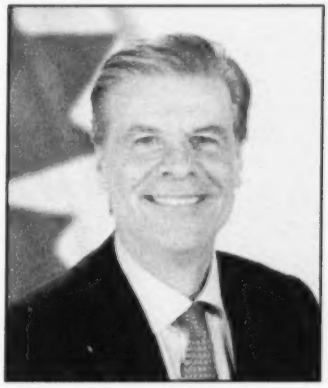
All of this work is supported by a firm conviction that the Agency's people reflect the strength of the organization. Accordingly, the CBSA is committed to providing its employees with the tools,

training, and resources they need to carry out their important work while creating a healthy and respectful workplace.

I look forward to the year ahead and in its 15th year as the CBSA, I am confident that the Agency will continue to deliver on its mandate and put in place the transformational changes it needs to modernize its business. With the direction of its 2018–19 Departmental Plan, the Agency is on course for furthering this legacy, rooted in protection, service and integrity.

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

President's message



I am pleased to present the CBSA's 2018–19 Departmental Plan which outlines what we do and the results we will work to achieve during the upcoming year. Going into my second full fiscal year with the Agency, I am confident that our planned results for 2018–19 will chart the course for a safer and more secure Canada as well as a stronger economy.

Through the Agency's new Departmental Results Framework (DRF), we will be able to tell a clearer and more precise results story to Canadians. This new framework places greater emphasis on the Agency's core business lines: ensuring efficient facilitation for both admissible travellers and commercial goods, and securing Canada's borders by ensuring that non-compliance is addressed appropriately and by supporting Canada's immigration and refugee system.

In 2017–18, the Agency commenced a broad, comprehensive review which looked at all areas of the Agency including its workforce, business management approach, organizational design, infrastructure, revenue collection activities and innovation with the objective of aligning our program management with the DRF. After a year of analysis and development, 2018–19 will see improved management structures and processes that will enhance our ability to adapt to our changing global border management operating environment.

This changing border environment will continue to necessitate enhancements in risk-based approaches to manage border compliance in a more proactive, risk-informed, evidence-based and strategic manner. This will involve making the best use of technology and intelligence to provide the information needed to expedite the flow of admissible goods and people while more precisely identifying higher- and unknown-risk cargo and travellers for greater scrutiny as required. Government of Canada and Ministerial priorities such as implementing the National Immigration Detention Framework and mitigating the growing opioid crisis will then ensure that the appropriate investigative and enforcement activities are in place to support the security of Canadians.

Finally, to support the DRF, the Agency will use a three-year strategic framework, detailed in the following pages, to guide all strategic planning and prioritization. By focusing on strengthening border compliance, modernizing border crossing and working smarter for better results and greater efficiencies, the work done over 2018–19 will lay a sustainable foundation for the border management of the future.

I am very proud to serve as the President of the CBSA and I am confident that the Agency will continue to achieve results for Canadians by keeping Canada's people, infrastructure and economy safe.

John Ossowski
President of the Canada Border Services Agency

Plans at a glance

When it comes to safeguarding Canada's people, economy and infrastructure, the CBSA plays a key role managing the cross-border movement of people and goods while assessing risk at the earliest point in the traveller and supply chain continuum. The Agency will use the following three-year strategic framework to focus on national security and public safety priorities as well as to facilitate the free flow of admissible people and goods across the border in 2018–19. This framework will also guide all strategic planning as the CBSA lays the foundation for its longer-term modernization efforts in order to achieve measurable results for Canadians.

CBSA Strategic Framework (three-year outlook)

Strategic Objectives	**Strengthen border compliance** • Using results-based management (data, intelligence, improved targeting capabilities) to maximize compliance at the border for travellers and goods • Addressing immigration enforcement policy gaps • Piloting approaches to risk-based compliance • Focusing on trade compliance to enhance revenue generation	**Modernize border crossing** • Using more automated and self-service solutions to manage border crossings of travellers and goods • Making better use of analytics, data, intelligence and feedback to drive decisions	**Work smarter for better results and greater efficiencies** • Strengthening the management foundation with a focus on results • Increasing the resilience and efficiency of IT infrastructure, real property and other assets • Promoting a healthy workplace and culture • Building a diverse public service
Related Core Responsibilities	✓ **Border Management** ✓ **Border Enforcement**	✓ **Border Management**	✓ **Internal Services**
Supporting Initiatives	• Entry/Exit, Interactive Advance Passenger Information Initiative • National Immigration Detention Framework • CBSA Assessment and Revenue Management project • Preclearance expansion	• CBSA data analytics strategy • Remote Traveller Processing • Trusted Traveller and Trader enhancements • Biometrics expansion for Primary Inspection Kiosks	• Strategy to Support Mental Health • Promote diversity in the workforce • Modernize border infrastructure • Instill an enterprise architecture business design practice

Strengthen border compliance

The CBSA will continue to strengthen border compliance and support the Government of Canada's "Safety and Security" priority and the Agency's two Core Responsibilities through strategies that will focus efforts on high-risk travellers and goods. Over the year, in support of the Minister's priority to create a better, fairer immigration detention system, immigration enforcement policies will be modernized to enable this transformation. By continuing to mature all border-related processing and data capture, the CBSA will improve its targeting efforts, enforcement results and revenue collection.

Modernize border crossing

By leveraging technological advancements, the CBSA will support the Government of Canada's "Safety and Security" priority and the Border Management Core Responsibility by continuing to deploy more automated and self-service solutions to manage the cross-border movement of travellers and goods. For instance, in 2018–19, the Agency will continue to enhance its Trusted Traveller and Trader programs, introduce additional functionality to the next generation of Primary Inspection Kiosks as well as develop a strategy for Remote Traveller Processing. Through the CBSA's data analytics strategy, the Agency will be able to improve analytics of available data and intelligence, which will expedite admissibility decision-making and improve facilitation results.

Work smarter for better results and greater efficiencies

By strengthening its management foundation, the CBSA will optimize its organizational structure and practices to modernize service delivery and enforcement of border-related legislation. The Agency's informational assets will be maximized, including improved resilience and efficiency of Information Technology (IT) infrastructure as well as greater organization and accessibility of information. Furthermore, the CBSA's transformation agenda will be informed by the development of sound enterprise architecture encompassing all business areas. Most importantly, the CBSA will focus on promoting a healthy workplace in support of a diverse public service dedicated to serving Canadians and the international community.

For more information on the Agency's plans, priorities and planned results, please refer to the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Core Responsibilities

Border Management

Description

The CBSA assesses risk to identify threats, manages the free flow of admissible travellers and commercial goods into, through and out of Canada, and manages non-compliance.

Planning highlights

Alignment with strategic objectives

Strengthen border compliance
Using results-based management, the CBSA will strengthen compliance at the border for travellers and goods.

Modernize border crossing
The CBSA will make better use of analytics, data, intelligence and feedback to drive decisions that will lead to more automated, self-service solutions for border crossing.

The continuum approach to border management leverages intelligence and advance information to target high-risk people and goods at the earliest possible opportunity while facilitating pre-assessed, low-risk people and goods through expedited border processing. For instance, this approach could lead to a "no-board" decision being issued on an identified high-risk air traveller overseas, or the pre-clearance of cargo being loaded onto a conveyance destined for Canada from the United States (U.S.).

In support of the CBSA's strategic objectives, border management will continue to evolve and bolster traveller and commercial programs throughout the continuum. Over the last two years, the CBSA has experimented with an innovative, design-thinking approach to the development of border technology applications. This user-centric, highly iterative approach has enabled the rapid development and deployment of prototype and pilot applications. For example, the development of a fully functional pilot application at the Morses Line, Quebec, port of entry (POE) was completed in only one year, allowing travellers to be processed remotely by officers located several hundred kilometers away.

In addition to providing results to Canadians, the planned results in the following pages also address several risks to the achievement of the Agency's mandate. Through the CBSA's enterprise risk assessment, the following risks were identified:

- **Security**: The risk of not keeping pace with cross-border criminal activity, national security threats, migration flows and public safety priorities;
- **Intelligence and Analysis**: The risk of not adequately analyzing global information, trends and challenges related to security and supply;
- **Facilitation**: The risk of not enhancing business models to increasingly facilitate the cross-border movement of low-risk travellers and goods; and,
- **Trade Compliance**: The risk of not enforcing trade compliance and collecting appropriate revenue.

More information on the Agency's key risks and mitigation plans is available on the CBSA's website.[i]

The following are the results the CBSA plans to achieve in the 2018–19 fiscal year and beyond.

The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods and conveyances that pose a threat to the security of Canadians

In 2018–19, the Agency will continue to advance programs that support the identification and interception of high-risk people, goods and conveyances that pose a threat to the security of Canadians. To strengthen border compliance, the CBSA will continue to move forward with the implementation of the Targeting Program Business Model with a pilot project to begin centralised targeting activities in the highway mode at the National Targeting Centre. This pilot will improve the flow of legitimate, low-risk highway cargo and conveyances between Canada and the U.S. while targeting and interdicting high-risk highway cargo shipments and conveyances at the first POEs, maintaining border integrity and boosting Canada's economic competitiveness.

EXPERIMENTATION AT THE CBSA

The **Targeting Program Business Model Pilot** to centralise targeting activities in the highway mode at the National Targeting Centre demonstrates one of the ways the CBSA is experimenting with new evidence-based approaches.

The Agency will also continue to advance security screening activities by placing increased emphasis on admissibility policy and intelligence development efforts. The CBSA is committed to working with security screening partners, including Immigration, Refugees and Citizenship Canada (IRCC), the Royal Canadian Mounted Police (RCMP), the Canadian Security Intelligence Service and others, to improve security screening processes by identifying and eliminating gaps and duplication.

Over the last few years, the opioid crisis in Canada has worsened, resulting in an increased negative impact on the safety and security of Canadians. With a variety of opioid drugs being smuggled into Canada, the CBSA will increase its efforts to reduce the supply of these illicit

drugs through the identification, interception and referral of controlled drugs and substances. The Agency will also continue to work with the RCMP to co-chair a Canada/China working group on Law Enforcement Cooperation to discuss combatting the importation of fentanyl and analogues to Canada. In addition, the Agency will work with our partners to identify gaps and inefficiencies, develop solutions and implement the necessary controls to reduce the supply of illicit drugs through the postal stream.

In anticipation of the legalization of cannabis in July 2018, the CBSA will implement measures to maintain and monitor border integrity. These include implementing a mandatory primary inspection line question associated with cannabis as well as installing signage at POEs and launching online public awareness tools. Furthermore, the Agency will work with the RCMP to update interdepartmental cooperation protocols related to the illegal cross-border movement of cannabis. Finally, the Agency will also support the Government of Canada's efforts to ensure public awareness of the fact that illegal importation and exportation of cannabis will remain a serious criminal offence after legalization.

In 2018–19, the Agency will also continue to pursue its data analytics strategy: an integrated, enterprise approach to increase the CBSA's capacity for advanced analytics, business intelligence, and data governance. An expected benefit is increased integration of internal and external data to conduct advanced analytics in real time, which will support risk assessment and enforcement as well as further enable the facilitation of low-risk border processing.

Admissible travellers are processed in an efficient manner

In 2018–19, the CBSA will continue to ensure that admissible travellers are processed in an efficient manner by modernizing border crossing. The Agency will continue with the Radio Frequency Identification technology deployment that began in 2016–17 to further minimize delays and facilitate processing of highway travellers. The Agency will also develop a strategy for Remote Traveller Processing (RTP) which will leverage technology to process travellers remotely, including testing RTP at select POEs during daytime hours. Furthermore, to support traveller processing in environments where access to traditional infrastructure is limited, the deployment of wireless handheld devices for border services officers (BSOs) at 72 approved sites will continue into 2018–19.

The design and implementation of **PIK used Gender-Based Analysis Plus (GBA+)** to ensure that the development of this technology does not unfairly disadvantage any one group. Please visit the Status of Women Canada website for a video detailing how the CBSA used GBA+ to inform the design and operation of the kiosk.

To improve the Agency's ability to manage its traveller airport entry operations, the CBSA will introduce additional functionality to the next generation of Primary Inspection Kiosks (PIK), including systematic fingerprint verification of biometrically-enrolled travellers, at eight major airports across Canada. This will facilitate entry of admissible individuals into Canada and provide a secure, efficient and effective means of confirming identity. The expansion of PIK will continue the GBA+ elements that were successfully deployed including the ability to evaluate against each of the GBA+ identity factors, such as age, mobility, gender and socio-economic considerations.

Travellers and their goods are compliant with applicable legislation

To ensure that travellers and their goods are compliant with applicable legislation, BSOs use available tools and information to review travellers' declarations and documents, prior to or upon arrival at ports of entry. In 2018–19, the Agency will further strengthen Canada's relationship with the U.S. by advancing the Preclearance program for travellers, which enables preclearance officers in each country to process travellers and their goods prior to departure. Furthermore, the Agency will support the regulatory work associated with the Preclearance Act, 2016 (formerly Bill C-23), which received Royal Assent in December 2017. Among other things, the Preclearance Act, 2016, ensures that Canadian travellers bound for the U.S. are protected by the Canadian Charter of Rights and Freedoms, the Canadian Bill of Rights and the Canadian Human Rights Act. The CBSA will develop and deliver training to all U.S. Customs and Border Protection (CBP) preclearance officers on Canadian law that applies to the exercise of the U.S. CBP preclearance officers' powers and duties under the Act. In 2018–19, the Agency will also begin to explore potential opportunities to operationalize Canadian traveller preclearance in the U.S. including seeking out opportunities with the U.S. to co-locate border officials in common POE facilities. Furthermore, the Agency will continue to support legislative amendments to the Customs Act (Bill C-21) that will authorize the CBSA to collect personal information on all persons who are leaving or have left Canada, thereby enabling full implementation of the Entry/Exit initiative.

In 2018–19, the Agency will also finalize implementation of the Interactive Advance Passenger Information (IAPI) initiative, which helps prevent improperly documented travellers or prescribed persons from travelling to Canada. To date, 247 commercial air carriers, which represent over 99% of travellers in the air mode to Canada, have been brought on board to IAPI and work will continue to onboard additional carriers, including Polar Air and UPS. The Government of Canada will also enter into negotiations with the European Union (EU) on the Canada-EU Passenger Name Record Treaty which is aimed at resolving issues identified in July 2017 by the EU Court of Justice.

Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner

On any given day, almost $2.5 billion in two-way trade passes between Canada and the U.S. In support of the Government of Canada's effort to improve trade facilitation with the U.S., the Agency will continue advancing the development and expansion of the Preclearance program for cargo. In 2018–19, the Agency will continue working with U.S. CBP on the Bi-National Rail Cargo Pre-Screening Pilot, as well as the implementation of additional cargo preclearance pilots. The objective of these pilots is to improve the flow of legitimate cargo and conveyances between Canada and the U.S. while targeting and interdicting high-risk cargo and conveyances. The CBSA will support the advancement of these pilot projects by developing the required legislative, regulatory, policy and administrative framework.

EXPERIMENTATION AT THE CBSA

The **Bi-National Rail Cargo Pre-Screening Pilot** will improve the flow of legitimate cargo and conveyances between Canada and the U.S. while improving security by identifying high-risk cargo and conveyances before they depart.

Trade partners are compliant with applicable legislation, requirements and measures

To ensure that trade partners are compliant with applicable legislation, requirements and measures, in 2018–19, the Agency will continue to improve its examination process. Investments will be made to staff and equip a new Marine Container Examination Facility in Roberts Banks, British Columbia, being constructed by the Vancouver Fraser Port Authority (VFPA) and slated to open in summer 2018. This will involve the recruitment, training and development of BSOs as well as the procurement of state-of-the-art detection technology. The CBSA will also increase its examination capacity and address security gaps by developing and deploying new detection tools and procedures at the VFPA.

To strengthen trade compliance, the CBSA Assessment and Revenue Management (CARM) project will automate the processes required to assess, collect, manage and report on revenue and will further enable importers to self-assess and comply with Canada's trade requirements. In 2018–19, the Agency will work with a third-party vendor along with external stakeholders and will proceed with the design phase of the CARM project.

In 2018–19, the CBSA will conduct an analysis to identify improvements in accordance with the 2017 Auditor General of Canada's Customs Duties Audit[iii] which will include engaging with industry stakeholders on opportunities to strengthen trade compliance. The CBSA will also continue to protect Canadian industry from unfairly dumped and subsidized imports through its administration of the Anti-Dumping and Countervailing Program and, once approved, will

implement new scope proceedings and anti-circumvention investigations to further strengthen Canada's trade remedy program.

Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners

In 2018–19, the CBSA will continue to promote its Trusted Traveller programs to facilitate the legitimate flow of people across the border, allowing the Agency to focus its resources on higher-risk travellers. Through the Trilateral Trusted Traveller Arrangement, Mexican nationals are now eligible to join the NEXUS program. The second phase of the Arrangement will provide reciprocal benefits to Canadian NEXUS members, as they can apply to Mexico's program for expedited processing. Additionally, the CBSA is advancing trilateral discussions with the United Kingdom on a similar arrangement. Furthermore, the CBSA will determine the way forward with respect to the NEXUS eGate technology solution, which allows Canada-bound NEXUS lane privileges to be extended during off-peak hours, based on the results of the pilot that was conducted at the Peace Bridge POE in Fort Erie, Ontario.

To increase the processing efficiency of low-risk, pre-approved trade partners, the Agency will continue to develop international relationships to address challenges and identify opportunities to modernize border crossing and improve service delivery. As such, in 2018–19, the Agency will advance Trusted Trader Mutual Recognition Arrangements (MRA) with China and the EU, as well as pursue MRA negotiations with Hong Kong and Brazil.

To build upon the expedited processing that members of the CBSA's Trusted Trader programs currently receive, the Agency will pilot a Trusted Trader Corridor Concept (TTCC) in the highway mode. The TTCC aims to create a seamless border experience where pre-approved, low-risk drivers with pre-approved, low-risk goods can cross the land border through a further expedited process. This is expected to lead to a simpler, more predictable border experience for Trusted Traders, while contributing to a reduction in overall border wait times.

The CBSA will also continue to harmonize the Partners in Protection program with the U.S. Customs Trade Partnership Against Terrorism program, with a particular focus on the ongoing implementation of a joint application process for highway carriers. Additionally, the Agency will continue to improve the Trusted Trader Portal through key system enhancements and the introduction of reporting functionality. Furthermore, the CBSA will develop a renewal strategy for Trusted Trader programs to modernize program enrollment and delivery by aligning with CBSA transformational initiatives such as CARM and eManifest, leveraging technological innovations to streamline the border experience, and strengthening program performance measurement and compliance monitoring.

The CBSA will also continue to expand Free and Secure Trade (FAST) infrastructure by adding FAST lanes in Emerson, Manitoba, with construction to begin in late 2018 as part of the broader

port re-design project. FAST offers streamlined passage to pre-approved, low-risk conveyances while also reducing overall border congestion by removing trusted trader vehicles from general commercial lanes. With the opening of the new and modified FAST lanes, the CBSA will offer expedited commercial passage and processing at Canada's key trade corridors.

Travellers and the business community have access to timely redress mechanisms

For Canadians – and people around the globe – the Recourse Program provides an accessible and impartial way to appeal decisions made by CBSA officials, as well as to voice any feedback or complaints. In 2018–19, the Agency will continue to ensure that travellers and the business community have access to timely redress mechanisms that are fair and transparent, but also accurately reflect legislation administered by the Agency.

In response to the Evaluation of the Recourse Program[iii] recommendations, the Agency has actioned several deliverables. Specifically, the current Trade Appeals process was reviewed and recommendations were identified in an action plan developed in December 2017. The recommendations, such as a revised internal trade appeal process and the consolidation of working tools, will be implemented over the course of 2018–19. In conjunction, Trade service standards were revisited and will be implemented. The new standards will be based on review types and will be more meaningful to the Trade community.

Additional border support initiatives

In support of the CBSA's Border Management Core Responsibility, the Agency aims to ensure a staffed frontline and operationally effective infrastructure, equipment, technology and border solutions. In meeting its evolving resource needs, the CBSA will expand recruitment tactics, concentrate efforts on members of employment equity groups, and collaborate with other government departments, including Veterans Affairs Canada, to attract candidates from these groups. Furthermore, the CBSA will be applying a GBA+ lens to the new BSO recruitment process that was launched in summer 2017. The Agency will look to the findings of the RCMP's GBA+ study on recruitment for best practices. Additionally, targeted recruitment events for women will continue with our security and intelligence partners with a special focus being placed on how branding is perceived from a GBA+ perspective.

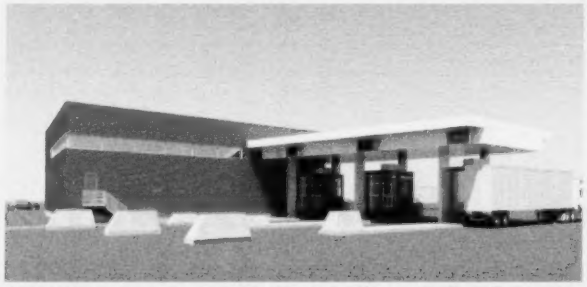
To ensure that officers are equipped to manage the changing border environment, the CBSA will continue to collaborate with other government departments on the design and delivery of training

and learning solutions, including expanding simulation-based training. Additionally, officers will be provided with training on de-escalation strategies when encountering people in a mental health crisis.

To continue efforts to modernize its custodial border crossings, the Agency is working to develop a robust multi-year real property modernization plan, while strengthening its project delivery capacity. This includes improving information on the state of its custodial POEs, identifying rebuild, renewal and maintenance requirements, and enhancing the Agency's ability to deliver projects based on available funding. Specifically, through the analysis of building condition reports and functional POE reviews, the CBSA will identify and recommend POEs along the Canada-U.S. land border to renew under its proposed Land Border Crossing Project.

The CBSA will also continue to execute on its commitment to deliver on the Accelerated Infrastructure Program Phase 3 (AIP 3) which supports the renewal of government infrastructure. The Agency has successfully initiated or completed over 78 projects across Canadian custodial POEs, including efforts to support health and safety, improve security, make urgent repairs, install improved signage, improve electrical systems and enhance primary and secondary inspection lines.

Over the next two years, the Agency is planning to build new commercial examination facilities in Emerson, Manitoba, and North Portal, Saskatchewan. Additionally, work is underway for the retrofit of a current Crown building into a new Immigration Holding Centre (IHC) in Surrey, British Columbia, to be completed in 2018. This IHC will strengthen border management and better support detained individuals.



Rendering of the proposed expansion of the Emerson, Manitoba, commercial examination facility.

The CBSA will also continue to enhance engagement with Section 6 facility operators (such as Airports and Marine Ports). For example, the CBSA will continue to work closely with the Windsor-Detroit Bridge Authority (WDBA) to advance the Gordie Howe International Bridge project which will add a new border crossing option at the busiest trade corridor between Canada and the U.S. In 2018–19, the Agency will work with the WDBA to conclude the procurement phase and begin the design phase of the project, as well as to finalize the recruitment and procurement strategies for staffing and equipping the Canadian POE. Concurrently, the Agency will assess forecast traffic volumes and requirements for the Southern Ontario Trade Corridor as a whole and confirm plans and requirements to support the Ambassador Bridge Enhancement Project.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians	Percentage of threats identified that lead to an enforcement action or inadmissibility recommendation	Minimum 18.00%	March 2019	19.00%	10.40%[1]	4.00%[2]
	Ratio of the value of intelligence-led seizures to the value of non-intelligence led seizures	Minimum 9:1	March 2019	N/A[3]	15:1	110:1
Admissible travellers are processed in an efficient manner	Percentage of time the CBSA is meeting the Highway Border Wait Times (BWT) Service Standard	Minimum 95.00%	March 2019	97.10%	97.20%	97.64%
Travellers and their goods are compliant with applicable legislation	Percentage of traveller examinations that produced a result (enforcement or facilitation action)	Minimum 31.00%	March 2019	29.23%	31.21%	33.05%
	Percentage of traveller goods examinations that produced a result (enforcement or facilitation action)	Minimum 23.00%	March 2019	23.52%	22.50%	23.48%
Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner	Percentage of eligible release decisions provided within 45 minutes	Minimum 70.00%	March 2019	74.00%	74.00%	69.00%
Trade partners are compliant with	Percentage of random commercial	Maximum 1%	March 2019	N/A[3]	0.41%	0.24%

[1] 2015–16 Departmental Performance Report

[2] 2016–17 Departmental Results Report

[3] N/A signifies that the performance indicator was not in use that year or there was a change in reporting methodology.

applicable legislation, requirements and measures	examinations that produced a result[4]					
	Percentage of commercial examinations that produced a result[5]	Maximum 1.5%	March 2019	N/A[3]	1.6%	1.4%
	Return on investment (ROI) of targeted verifications[6]	Minimum 8:1	March 2019	5:1	4:1	14:1
	Percentage of targeted trade compliance verifications that produced a result[7]	Minimum 60%	March 2019	37.00%	52.00%	51.00%
	Percentage of imports potentially subject to anti-dumping or countervailing duties verified to ensure compliance[8]	Minimum 80% of the value for duty of potentially subject goods	March 2019	N/A[3]	N/A[3]	88.4%
Trusted Traveller and Trader programs increase processing efficiency of low-risk, pre-approved travellers and trade partners	Ratio of Trusted Travellers referred for examination compared to conventional travellers	Maximum 1:5	March 2019	1:7	1:6	1:5
	Percentage of Trusted Travellers in compliance with	Minimum 95%	March 2019	99.96%	99.97%	99.98%

[4] Random exams are performed to determine an overall baseline of commercial compliance of importers. The target maximum of 1% reflects the Agency's threshold of resultant random commercial examinations. Higher than 1% would indicate that trade partners are not sufficiently informed, deterred and supported to be compliant with applicable legislation, requirements and measures.

[5] Commercial examinations are performed to determine the overall commercial compliance of importers. The target maximum of 1.5% reflects the Agency's threshold of all resultant commercial examinations, based on all referrals. Higher than 1.5% would indicate that trade partners are not sufficiently informed, deterred and supported to be compliant with applicable legislation, requirements and measures.

[6] This efficiency indicator measures the ratio of the revenues assessed versus the salary expended in conducting verifications. High revenues assessed (greater than eight times the salary expected) is positive.

[7] Targeted verifications are selected based on an assessment of risk in order to ensure that accurate declarations are being submitted and that appropriate dues are being paid. The indicator validates the risk assessment being used to determine targets and confirms the efficient use of resources in conducting targeted compliance verifications. A result of 60% or more indicates that we selected the right high-risk goods for verification. Although we have not met this target in recent years, the ROI of these targeted verifications has exceeded the minimum of 8:1.

[8] The CBSA's goal is to review and verify at least 80% of the total value for duty for of imported goods that are potentially subject to anti-dumping or countervailing duties. This higher verification rate is necessary to protect Canadian industry from unfair foreign competition and to ensure the appropriate amount of duties are collected.

	legislation and program regulations					
	Percentage of Trusted Trader goods that are examined at the border compared to conventional trader goods	Maximum Trusted Trader goods exam rate 40% of conventional trader goods exam rate	March 2019	35.70%	47.60%	43.50%
	Percentage of Trusted Trader memberships cancelled as a result of enforcement or compliance issues (i.e., non-administrative)	Maximum 1%	March 2019	0%	0%	0%
Travellers and the business community have access to timely redress mechanisms	Percentage of enforcement and trade appeals received that are decided within established service standards	70% to 80%	March 2019	64.00%	78.00%	67.00%

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
1,279,211,489	1,279,211,489	1,173,823,792	1,136,220,540

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
10,257	10,220	10,202

Border Enforcement

Description

The CBSA contributes to Canada's security by supporting the immigration and refugee system when determining a person's admissibility to Canada, taking the appropriate immigration enforcement actions when necessary, and supporting the prosecution of persons who violate our laws.

Planning highlights

Alignment with strategic objectives

Strengthen border compliance
Using results-based management, the CBSA will strengthen compliance at the border for travellers and goods.

In 2018–19, the CBSA will continue to improve the efficiency, effectiveness and integrity of the overall immigration enforcement continuum. The Agency will work to ensure that policy, programs, procedures and operational activities related to its immigration enforcement responsibilities are reviewed and improved where necessary, while paying particular attention to the most serious inadmissibility grounds. This includes security, human or international rights violations and organized criminality which fall under the policy responsibility of the Minister of Public Safety and Emergency Preparedness. In addition, the Agency will continue to address regulatory gaps identified by the Standing Committee for the Scrutiny of Regulations, including finalizing the development of amendments related to seizure authorities and launching regulatory policy work to address concerns around deposits and guarantees under the Immigration and Refugee Protection Act. Additionally, in support of cannabis legalization, the CBSA will continue to work with IRCC to finalize an update to the transborder criminal inadmissibility regulations while maintaining existing immigration detention authorities with respect to serious drug-related offences.

As well as providing results to Canadians, the planned results in the following pages address several risks to the achievement of the Agency's mandate. Through the CBSA's enterprise risk assessment, the following risks were identified:

- **Security**: The risk of not keeping pace with cross-border criminal activity, national security threats, migration flows and public safety priorities; and,
- **Intelligence and Analysis**: The risk of not adequately analyzing global information, trends and challenges related to security and supply.

More information on the Agency's key risks and mitigation plans is available on the CBSA's website.[i]

The following are the results the CBSA plans to achieve in the 2018–19 fiscal year and beyond.

Immigration investigations identify persons inadmissible to Canada

Fiscal year 2017–18 saw a substantial increase in the number of asylum seekers irregularly crossing the border, particularly at and near the Lacolle POE, with up to 200-250 per day during the summer. Although numbers have decreased since then, there are many unpredictable factors outside of the Agency's control that could influence an increase of migrants in the future. In response to the volatile and unpredictable nature of these situations, the CBSA will continue to collaborate with the RCMP, IRCC, Public Safety and the Public Health Agency of Canada on a national strategic response plan, based on lessons learned at Lacolle.

The Lacolle, Quebec hosting center in 2017 was a collaboration between several Government of Canada and non-government partners.

CBSA detention decisions are risk-based and detention is used as a measure of last resort[9]

In November 2017, the CBSA issued the National Directive for the Detention or Housing of Minors[iv], following the Ministerial Direction[v] that set out a goal to avoid the housing or detention of minors to the greatest extent possible. The National Directive requires officers to consider alternatives to housing or detaining minors, which is in line with the Agency's wider efforts under the National Immigration Detention Framework (NIDF) to seek alternatives to create a better, fairer immigration detention system that supports the humane and dignified treatment of individuals while protecting public safety. As such, the Agency will finalize an additional regulatory amendment proposal on detained minors to ensure due consideration of the best interests of the child and adherence to the principle that detention be based on risk and used as a measure of last resort.

In 2018–19, to further support the implementation of the NIDF, the CBSA will move ahead with implementation of the Alternatives to Detention Framework which includes implementation of a Voice Reporting program as well as the establishment of Community Case Management and Supervision (CCMS) services in all regions. The CCMS program will be delivered by trusted partners across Canada under contract to the CBSA. In addition, the CBSA will implement an Electronic Monitoring pilot in the Greater Toronto Area Region for select individuals. These

[9] For information on the Agency's commitment to GBA+ and the CBSA National Detention Standards, please see the Gender-based analysis plus supplementary information table on the Agency's website. [i]

initiatives, together with existing tools, will help support a more appropriate risk-based approach to the management and care of individuals, enabling CBSA officers to make more effective decisions and ensuring that individuals are treated in a manner commensurate with their risk.

CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada

In response to a review of the Hearings program conducted in 2015–16, the Agency will continue to roll out its three-year action plan to implement the review's recommendations to improve the overall management of the Agency's hearings-related activities. More specifically, in 2018–19, the Agency will continue to work with the Immigration and Refugee Board of Canada to identify and adjust processes and practices that ensure the most efficient use of resources.

Inadmissible persons subject to removal depart from Canada (i.e., escorted or unescorted)

To ensure the departure from Canada of inadmissible persons subject to removal, the Agency will continue to enhance its capacity and ability to remove foreign national criminals, failed refugee claimants and other inadmissible persons. In support of this result, the Agency will continue to negotiate readmission arrangements with select countries, including Cuba and China.

In 2017, negotiations were successful between the CBSA and the U.S. Immigration and Customs Enforcement (ICE) to finalize a Joint Air Removal Charter Initiative Memorandum of Understanding (MOU). The MOU, which was ratified in October 2017, provides an effective mechanism to fulfill respective mandates by removing inadmissible foreign nationals in a timely manner. Work will continue between the CBSA and U.S. ICE to initiate a joint venture in 2018–19 and commence a viable long-term joint air charter removal program.

Furthermore, the Agency will improve enforcement inventory management and leverage new tools such as the Entry/Exit system through regulatory amendments that expand its authority to enforce removal orders where the persons concerned are no longer physically present in Canada. Regulations to identify the end of examination for refugee claimants will also be finalized and implemented.

People and businesses that are referred to Crown counsel for prosecution are convicted

In 2018–19, the CBSA will continue to strengthen its capacity to investigate and prosecute people and business entities that violate Canada's border-related legislation. The CBSA will focus its efforts on complex cases of fraud, aimed primarily at individuals and organizations posing a threat to Canada's immigration system and the Canadian economy.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Immigration investigations identify persons inadmissible to Canada	Percentage of immigration investigations concluded that result in a person being identified as inadmissible to Canada	Minimum 55.00%	March 2019	58.00%	60.00%	56.00%
CBSA detention decisions are risk-based and detention is used as a measure of last resort	Percentage of persons subject to detention for immigration purposes enrolled into alternative to detention programs	To be determined [10]	N/A[3]	N/A[3]	N/A[3]	N/A[3]
CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board of Canada	Percentage of inadmissibility referrals and appeals made to the Immigration and Refugee Board that result in an inadmissibility or ineligibility determination	Minimum 75%	March 2019	N/A[3]	N/A[3]	N/A[3]
	Percentage of Ministerial interventions (at the Refugee Protection Division and the Refugee Appeals Division) and appeals that result in a negative refugee determination	Minimum 80%	March 2019	N/A[3]	N/A[3]	N/A[3]
Inadmissible persons subject to removal depart from Canada (i.e.,	Number of persons subject to removal who voluntarily comply with their departure order	Minimum 1,000	March 2019	N/A[3]	N/A[3]	N/A[3]

[10] New indicator; therefore target will not be established until full implementation and six quarters of available data, which will be 2019–20. Target will be included in the 2020–21 Departmental Plan.

escorted or unescorted)						
	Percentage of high priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)	Minimum 100.00%	March 2019	111.00%[11]	83.00%[1]	79.00%[2]
	Median number of days to enforce a removal order from Canada	Maximum 365 Days	March 2019	N/A[3]	N/A[3]	N/A[3]
People and businesses that are referred to Crown counsel for prosecution are convicted	Percentage of prosecutions concluded that result in a conviction	Minimum 85.00%	March 2019	N/A[3]	95.00%	86.00%

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
195,091,534	195,091,534	193,479,969	194,376,087

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
1,505	1,509	1,509

Financial, human resources and performance information for the Agency's Program Inventory is available in the GC InfoBase.[vi]

[11] The actual result of 111% considers the total number of high priority removals in a given year versus the cases available within the removals working inventory at the beginning of the year.

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
336,016,996	336,016,996	334,509,630	326,380,099

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
2,201	2,198	2,195

Planning highlights

Alignment with strategic objectives

Work smarter for better results and greater efficiencies
By focusing on its people and the foundations of the Agency, the CBSA will work smarter for better results and greater efficiencies.

Support a healthy and respectful workforce

In 2018–19, the Agency will continue to roll out its three-year Strategy to Support Mental Health, including the delivery of mandatory Mental Health First Aid training for priority groups. Efforts to increase awareness and promote a respectful workplace that supports psychological health and safety will be ongoing through training, resources and learning events.

The success of the Agency also relies on the health and well-being of its frontline employees. In 2018–19, a comprehensive officer trainee fitness strategy will be implemented to support the promotion of physical activity and overall wellness, instilling a healthy lifestyle for the CBSA's

frontline workforce. This strategy will complement the fitness curriculum already in place at the CBSA College and will extend support to officer trainees once in the field.

The CBSA proudly celebrates diversity and inclusiveness in its workforce and recognizes that its success relies on the strengths, abilities and unique perspectives of its employees. Aligned with the broader Government of Canada priority, the Agency will continue to promote diversity in its workforce. For instance, the Agency will further promote the self-identification of all employees, which is an important step to eliminate any disadvantage in employment experienced by designated groups, i.e. women, persons with disabilities, Aboriginal peoples and persons in a visible minority group.

Improve financial management foundation

The CBSA is taking measurable steps to improve its financial management foundation and culture, as part of CBSA Renewal. The Agency will continue to enhance stewardship and rigour through the implementation of multi-year budget management. This will enable future-oriented integrated corporate planning, strategic procurement and effective life cycle asset management. In addition, the Agency will ensure proper long-term planning for significant investments in large-scale and long-term infrastructure projects to modernize the border crossing experience.

Improve results-based program management

Aligned with the government-wide focus on results, in 2018–19, the Agency will build on the work that began last year on CBSA Renewal and will begin to implement a new results-based organizational and governance structure that is more closely aligned to its DRF. In doing so, the Agency will be able to better integrate evidence-based and strategic decision-making in resource allocation and program management, consistent with its Program Inventory and Departmental Results.

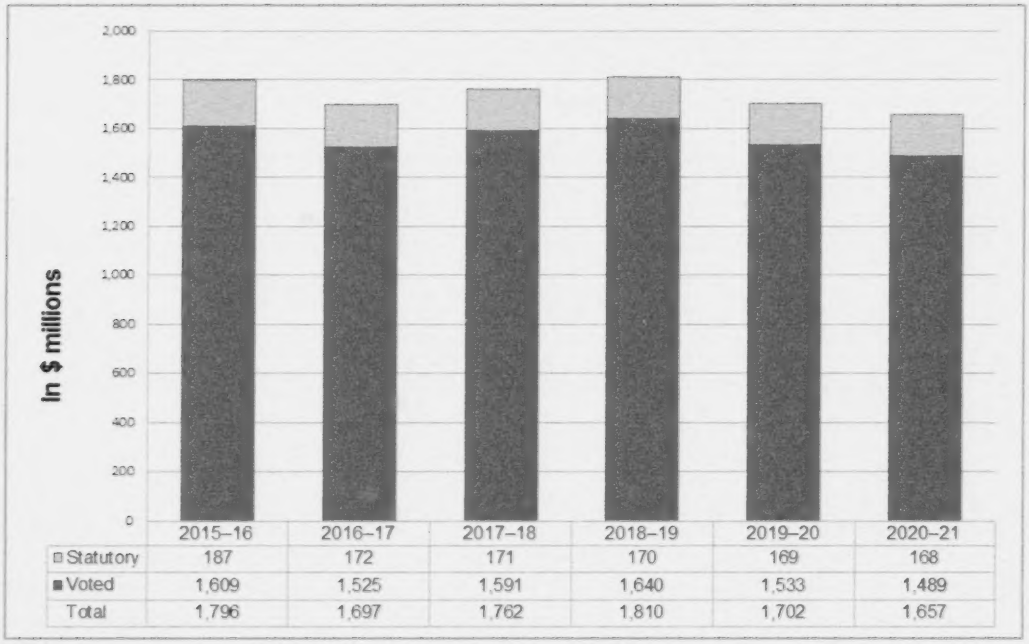
Modernize the Agency's IT infrastructure

The Agency will continue to modernize its IT infrastructure through sound enterprise architecture practices to improve alignment among the Agency's business structure, business data sets and IT components. This improved alignment will also address privacy and security considerations. The number of applications operated by the CBSA will be streamlined and aging equipment and systems will be replaced, upgraded or retired. A review of the Agency's existing technologies will take place to optimize functionality, reduce duplication and eliminate low-usage technology. Additionally, the Agency will increase its capacity for the mainframe platform, virtual server and storage, as well as network capacity upgrades for remote locations. These efforts will develop the strong foundation of IT infrastructure needed to support longer-term CBSA Renewal efforts.

Overall Agency spending and human resources

Planned spending

Departmental spending trend graph



	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
Statutory	187	172	171	170	169	168
Voted	1,609	1,525	1,591	1,640	1,533	1,489
Total	1,796	1,697	1,762	1,810	1,702	1,657

Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast spending	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
Border Management	N/A	N/A	1,337,619,830	1,279,211,489	1,279,211,489	1,173,823,792	1,136,220,540
Border Enforcement	N/A	N/A	211,520,674	195,091,534	195,091,534	193,479,969	194,376,087
Subtotal	N/A	N/A	**1,549,140,504**	**1,474,303,023**	**1,474,303,023**	**1,367,303,761**	**1,330,596,628**
Internal Services	N/A	N/A	362,192,550	336,016,996	336,016,996	334,509,630	326,380,099
Strategic Outcome, Programs and Internal Services							
Strategic Outcome: International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks							

Risk Assessment	196,232,431	187,301,151	N/A	N/A	N/A	N/A	N/A
Secure and Trusted Partnerships	32,177,618	30,333,961	N/A	N/A	N/A	N/A	N/A
Admissibility Determination	899,788,811	847,411,519	N/A	N/A	N/A	N/A	N/A
Criminal Investigations	31,193,842	32,177,370	N/A	N/A	N/A	N/A	N/A
Immigration Enforcement	161,969,717	156,434,366	N/A	N/A	N/A	N/A	N/A
Recourse	11,322,864	9,951,251	N/A	N/A	N/A	N/A	N/A
Revenue and Trade Management	84,407,179	69,498,416	N/A	N/A	N/A	N/A	N/A
Subtotal	**1,417,092,462**	**1,333,108,034**	N/A	N/A	N/A	N/A	N/A
Internal Services	379,200,769	365,842,854	N/A	N/A	N/A	N/A	N/A
Total	**1,796,293,231**	**1,698,950,888**	**1,911,333,054**	**1,810,320,019**	**1,810,320,019**	**1,701,813,391**	**1,656,976,726**

Due to changes to the Government of Canada's reporting framework, beginning in fiscal year 2017–18, the CBSA's planned and actual spending will be reported on the basis of its new DRF, including Internal Services. Please note that, in support of this change in government-wide reporting, the Agency has realigned its Internal Services allocations to better reflect the attribution of costs to direct and indirect programming. This realignment contributed to lower planned spending for Internal Services beginning in 2018–19.

For 2017–18, the Agency is forecasting to spend approximately $200 million more than in 2016–17. This increase in planned expenditures is attributable to the Agency playing a key role in several priority initiatives, including: phase III of the CARM project; a new National Immigration Detention Framework; lifting the visa requirement for citizens of Mexico; the 2017 Immigration Levels Plan which will see the Agency, in collaboration with its federal partners, help Canada welcome up to 300,000 new immigrants; the legalization of cannabis; and the interdiction of those who drive while under the influence of drugs.

Throughout 2017–18, the Agency continued to see significant growth in its air traveller and postal volumes. Furthermore, fiscal year 2017–18 saw a substantial increase in the number of

asylum seekers entering Canada from the U.S. at and near the CBSA's custodial POEs. This increase in volumes resulted in increased spending throughout 2017–18, thereby placing strain on the Agency's border operations and its financial flexibility. In the face of this challenging and complex operational environment, the Agency took a number of measures to ensure that it remained within its approved budget, including tight controls over hiring and restraints on operational spending.

Finally, the Government of Canada settled several collective bargaining agreements in 2017–18. The Agency has set aside funding in its budget to address the resulting in-year and retroactive liability.

Planned spending in 2018–19 and beyond is lower than the benchmark established in 2017–18 as several major projects come to completion and approved funding for the Agency's core operations decreases going forward.

2018–19 Budgetary planned gross spending summary (dollars)

Core Responsibilities and Internal Services	2018–19 Planned gross spending	2018–19 Planned gross spending in specified purpose accounts	2018–19 Planned revenues netted against expenditures	2018–19 Planned net spending
Border Management	1,297,641,489	0	18,430,000	1,279,211,489
Border Enforcement	195,091,534	0	0	195,091,534
Subtotal	**1,492,733,023**	**0**	**18,430,000**	**1,474,303,023**
Internal Services	336,016,996	0	0	336,016,996
Total	**1,828,750,019**	**0**	**18,430,000**	**1,810,320,019**

Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2015–16 Actual	2016–17 Actual	2017–18 Forecast	2018–19 Planned	2019–20 Planned	2020–21 Planned
Border Management	N/A	N/A	10,396	10,257	10,220	10,202
Border Enforcement	N/A	N/A	1,324	1,505	1,509	1,509
Subtotal	N/A	N/A	**11,720**	**11,762**	**11,729**	**11,711**
Internal Services	N/A	N/A	2,129	2,201	2,198	2,195
Strategic Outcome, Programs and Internal Services						
Strategic Outcome: International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks						
Risk Assessment	1,183	1,239	N/A	N/A	N/A	N/A
Secure and Trusted Partnerships	411	419	N/A	N/A	N/A	N/A
Admissibility Determination	7,449	7,240	N/A	N/A	N/A	N/A
Criminal Investigations	259	287	N/A	N/A	N/A	N/A
Immigration Enforcement	1,088	1,079	N/A	N/A	N/A	N/A
Recourse	110	102	N/A	N/A	N/A	N/A
Revenue and Trade Management	766	763	N/A	N/A	N/A	N/A
Subtotal	11,266	11,129	N/A	N/A	N/A	N/A
Internal Services	2,508	2,411	N/A	N/A	N/A	N/A
Total	**13,774**	**13,540**	**13,849**	**13,963**	**13,927**	**13,906**

Due to changes to the Government of Canada's reporting framework, figures for full-time equivalents by Core Responsibility are not available before 2017–18.

In 2017–18, the Agency's full-time equivalents (FTEs) totalled 13,849 which represents 309 more FTEs than in 2016–17. This increase in FTEs is attributable to the Agency playing a key role supporting several Government priority initiatives, as described in the previous section.

Starting in 2018–19, the planned FTEs are expected to slightly decrease year-over-year and stabilize in 2020–21 due to the completion of several major project milestones and a decrease in the approved funding for the Agency's core operations.

Estimates by vote

For information on the Agency's organizational appropriations, please consult the 2018–19 Main Estimates.[vii]

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the CBSA's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the CBSA's website.[i]

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	2,030,608,000	2,014,241,000	(16,367,000)
Total revenues	18,430,000	18,430,000	nil
Net cost of operations before government funding and transfers	2,012,178,000	1,995,811,000	(16,367,000)

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Ralph Goodale, P.C., M.P.

Institutional head: John Ossowski

Ministerial portfolio: Public Safety and Emergency Preparedness

Enabling instruments: Canada Border Services Agency Act[viii]; Department of Public Safety and Emergency Preparedness Act [ix]

Year of incorporation / commencement: 2003

Raison d'être, mandate and role

This information is available on the CBSA's website.[i]

Operating context and key risks

Information on operating context and key risks is available on the CBSA's website.[i]

Reporting framework

The CBSA's Departmental Results Framework and Program Inventory of record for 2018–19 are shown below:

Core Responsibility

Border Management

The CBSA assesses risk to identify threats, manages the free flow of admissible travellers and commercial goods into, through and out of Canada, and manages non-compliance.

Border Enforcement

The CBSA contributes to Canada's security by supporting the immigration and refugee system when determining a person's admissibility to Canada, taking the appropriate immigration enforcement actions when necessary, and supporting the prosecution of persons who violate our laws.

Departmental Results and Indicators

The CBSA's intelligence, threat and risk assessment activities support CBSA programs in the identification and interception of high-risk people, goods, and conveyances that pose a threat to the security of Canadians
- % of threats identified that lead to an enforcement action or inadmissibility recommendation
- Ratio of the value of intelligence-led seizures to the value of non-intelligence led seizures

Admissible travellers are processed in an efficient manner
- % of time the CBSA is meeting the Highway Border Wait Times Service Standard

Travellers and their goods are compliant with applicable legislation
- % of traveller examinations that produces a result (enforcement of facilitation action)
- % of traveller goods examinations that produced a result (enforcement of facilitation action)

Admissible commercial goods and conveyances are processed (including the collection of revenues) in an efficient manner
- % of eligible release decisions provided within 45 minutes

Trade partners are compliant with applicable legislation, requirements and measures
- % of random commercial examinations that produced a result
- % of commercial examinations that produced a result
- Return on investment of targeted verifications
- % of targeted trade compliance verifications that produced a result
- % of imports potentially subject to anti-dumping or countervailing duties verified to ensure compliance

Trusted Traveller and Trader programs increase processing efficiency of low-risk pre-approved travellers and trade partners
- Ratio of Trusted Travellers referred for examination compared to conventional travellers
- % of Trusted Travellers in compliance with legislation and program regulations
- % of Trusted Traders goods that are examined at the border compared to conventional trader goods
- % of Trusted Trader memberships cancelled as a result of enforcement or compliance issues (i.e., non-administrative)

Travellers and the business community have access to timely redress mechanisms
- % of enforcement and trade appeals received that are decided within established service standards

Immigration investigations identify persons inadmissible to Canada
- % of immigration investigations concluded that results in a person being identified as inadmissible to Canada

CBSA detention decisions are risk-based and detention is used as a measure of last resort
- % of persons subject to detention for immigration purposes enrolled into alternative to detention programs

CBSA admissibility recommendations and appeals are upheld at the Immigration and Refugee Board (IRB) of Canada
- % of inadmissibility referrals and appeals made to the IRB that result in an inadmissibility or ineligibility determination
- % of Ministerial interventions (at the Refugee Protection Division and the Refugee Appeals division) and appeals that result in a negative refugee determination

Inadmissible persons subject to removal depart from Canada (i.e. escorted or unescorted)
- # of persons subject to removal who voluntarily comply with their departure order
- % of high priority foreign nationals removed (i.e., on grounds of serious inadmissibility such as criminality, war crimes, security)
- Median number of days to enforce a removal order from Canada

People and businesses that are referred to Crown counsel for prosecution are convicted
- % of prosecutions concluded that result in a conviction

Program Inventory

Targeting	Trusted Traveller
Intelligence Collection & Analysis	Anti-dumping and Countervailing
Security Screening	Recourse
Traveller Facilitation and Compliance	Force Generation
Commercial-Trade Facilitation and Compliance	Buildings and Equipment
Trusted Trader	Field Technology Support

Immigration Investigations	Detentions
Hearings	Criminal Investigations
Removals	

Internal Services

Concordance between the Departmental Results Framework and the Program Inventory, 2018–19, and the Program Alignment Architecture, 2017–18

The CBSA's DRF includes two Core Responsibilities illustrating the Agency's responsibilities related to managing border security and the flow of legitimate travellers and commercial goods, and its role in immigration and criminal enforcement. The CBSA's new Program Inventory aligns with most of the lowest program levels of the previous Program Alignment Architecture, and includes border support programs that the Agency requires as a direct result of the nature of its work controlling the borders (and that are not included under traditional "Internal Services").

The new DRF and Program Inventory allows the Agency to tell a clearer and more precise results story to Canadians: the facilitative aspect of our service delivery (ensuring efficient passage for both admissible travellers and commercial goods), and the CBSA's work securing Canada's borders (ensuring non-compliance is addressed appropriately, supporting Canada's immigration and refugee system, taking immigration and criminal enforcement actions when necessary, and ensuring that high-risk persons who are inadmissible to Canada are removed).

2018–19 Core Responsibilities and Program Inventory	2017–18 Lowest-level Program of the Program Alignment Architecture	Percentage of lowest-level Program Alignment Architecture program (dollars) corresponding to the new Program in the Program Inventory
Core Responsibility 1: Border Management		
Intelligence Collection and Analysis	1.1.1 Intelligence	100%
Targeting	1.1.2 Targeting	100%
Security Screening	1.1.3 Security Screening	100%
Trusted Traveller	1.2.1 Trusted Traveller	100%
Traveller Facilitation and Compliance	1.3 Admissibility Determination	
	1.3.1 Highway Mode	49%
	1.3.2 Air Mode	64%
	1.3.3 Rail Mode	64%
	1.3.4 Marine Mode	64%
Trusted Trader	1.2.2 Trusted Trader	100%
Anti-dumping and Countervailing	1.7.1 Anti-Dumping Countervailing	100%

Commercial-Trade Facilitation and Compliance	1.3.1 (Admissibility Determination) Highway Mode	27%
	1.3.2 (Admissibility Determination) Air Mode	36%
	1.3.3 (Admissibility Determination) Rail Mode	36%
	1.3.4 (Admissibility Determination) Marine Mode	36%
	1.3.5 Postal	100%
	1.3.6 Courier Low Value Shipment	100%
	1.7.2 Trade Policy	100%
	1.7.3 Trade Compliance	100%
Recourse	1.6 Recourse	100%
Force Generation		7%
Buildings and Equipment		12%
Field Technology Support		5%
Core Responsibility 2: Border Enforcement		
Immigration Investigations	1.5.1 Immigration Investigations	100%
Detentions	1.5.2 Detentions	100%
Hearings	1.5.3 Immigration Hearings	100%
Removals	1.5.4 Removals	100%
Criminal Investigations	1.4 Criminal Investigations	100%

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Agency's Program Inventory is available in the GC InfoBase.[x]

Supplementary information tables

The following supplementary information tables are available on the Agency's website:[i]

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of $5 million or more
- Disclosure of transfer payment programs under $5 million
- Gender-Based Analysis
- Horizontal initiatives
- Planned evaluation coverage over the next five fiscal years
- Status report on transformational and major Crown projects
- Upcoming internal audits for the coming fiscal year
- Up-front multi-year funding

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[xi] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

By Telephone:
Within Canada: 1-800-461-9999
Outside Canada (long distance charges apply): 1-204-983-3500 or 1-506-636-5064
TTY within Canada (For those with hearing or speech impairments): 1-866-335-3237

By Email:
contact@cbsa.gc.ca

By Mail:
Canada Border Services Agency Ottawa, ON Canada K1A 0L8

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The "plus" acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Alignment Architecture (architecture d'alignement des programmes)[12]

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

12. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

i. **Canada Border Services Agency Website**, https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/rpp/2018-2019/index-eng.html

ii. **2017 Spring Reports of the Audit General of Canada to the Parliament of Canada, Customs Duties Audit** http://www.oag-bvg.gc.ca/internet/English/parl_oag_201705_02_e_42224.html

iii. **Evaluation of the Recourse Program** http://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/ae-ve/2017/erp-epr-eng.html

iv. **National Directive for the Detention or Housing of Minors**, http://www.cbsa-asfc.gc.ca/security-securite/detent/nddhm-dndhm-eng.html

v. **Ministerial Direction**, https://www.canada.ca/en/border-services-agency/news/2017/11/minister_goodalcissuesnewdirectiononkeepingchildrenoutofcanadasi.html

vi. **GC InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

vii. **2017–18 Main Estimates**, https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html

viii. **Canada Border Services Agency Act**, http://laws-lois.justice.gc.ca/eng/acts/C-1.4/index.html

ix. **Department of Public Safety and Emergency Preparedness Act**, http://laws-lois.justice.gc.ca/eng/acts/P-31.55/index.html

x. **GC InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xi. **Report on Federal Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp